Fort Worth Botanic Garden Strategic Plan Phase One Implementation including Earned Revenues, Staff and Operational Expenses

Presented March 21, 2017
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Park and Recreation Department
Strategic Plan Overview
Phases I and II
Accepted the Strategic Plan and referred the Plan to the City Manager and staff for further review and evaluation to develop strategies and policies for the implementation of the Plan.

Realign governance and existing financial resources
Identify needed capital infrastructure costs
Assemble more visitor information
Strategic Plan Objectives

1. Transform the guest experience
2. Establish the Fort Worth Botanic Garden as a leader in public programs
3. Implement key parts of the City Council adopted 2010 Master Plan
4. Repair, renovate, and improve gardens, features and facilities
5. Reorganize the Garden’s support groups to improve the Garden’s management and to increase private support
Strategic Plan: Phase IA - Scope

1. Setup **Special Revenue Fund** for Fort Worth Botanic Garden
2. Revenues and expenses from General Fund to Special Revenue Fund
3. **Redirect income** currently flowing to support groups
   - **Admissions** – Conservatory and Japanese Garden
   - **Rentals** – Japanese Garden, Garden Center, Botanic Garden areas
   - **Retail** – Photography, Treasure Tree Gift Shop, etc. (including one-time donation of Gift Shop inventory)
4. **Redirect funds** coming from other organizations for **contract maintenance services** and operational support
   - Botanical Research Institute of Texas
   - Fuller Foundation
Strategic Plan: Phase IA - Scope

5. City assumes expenses (and corresponding revenues to fund positions)
   - **9 CFW staff** – Fort Worth Garden Club, Garden Center Committee
   - **8 CFW staff** – Fort Worth Botanical Society
   - **10 FWBS staff** – 9 currently filled, 1 vacant
   - **3.5 A.P. new CFW staff** – housekeeping, customer service, electrician

Related operating expenses

The Garden currently also has **28 General Fund A.P.**
Implementing Phase IA will have no impact on General Fund
Strategic Plan: Phase IB - Scope

1. Finalize review on which existing funds are to be transferred

2. Identify needed capital infrastructure costs
   - Professional Services Agreement for Assessment of Facility Conditions at the Fort Worth Botanic Garden (M&C C-28127)

3. Assemble more visitor information
   - Intercept survey funded by FWBS & FWGC
   - 1600 surveys (400 per quarter)
<table>
<thead>
<tr>
<th>Current</th>
<th>Proposed</th>
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<tbody>
<tr>
<td><strong>General Fund Revenue</strong></td>
<td><strong>Special Revenue Fund</strong></td>
</tr>
<tr>
<td>$2,864,533</td>
<td>$5,150,066</td>
</tr>
<tr>
<td><strong>Special Purpose Revenue</strong></td>
<td></td>
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<tr>
<td>$2,285,533</td>
<td></td>
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<tr>
<td><strong>General Fund Expense</strong></td>
<td><strong>Special Revenue Expenses</strong></td>
</tr>
<tr>
<td>$2,864,533</td>
<td>$4,875,136</td>
</tr>
<tr>
<td><strong>Special Purpose Expense</strong></td>
<td></td>
</tr>
<tr>
<td>$1,744,831</td>
<td>(Expenses include additional 3.5 A.P)</td>
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<tr>
<td><strong>Net to Support Grp. Reserves &amp; Pay-Go</strong></td>
<td><strong>Potential Pay-Go</strong></td>
</tr>
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<td>$ 540,702</td>
<td>$ 274,930</td>
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</tbody>
</table>

*3/26/2017*
Phase I - Results

- Special projects/events
  - Receives donations & memberships
- Garden Center Committee
- Special Projects and events
  - Receives donations & memberships
  - Receives $ for Gardens Restaurant and maintains restaurant equipment

All employees are now CFW

Special Purpose Fund to receive all earned revenues

Transitional Committee
Strategic Plan: Phase IA Timeline

• November 15, 2016 – City Council authorized acceptance of the Plan
• January 25, 2017 – Park Board briefing
• February 22, 2017 – Park Board endorsed Phase IA actions
• March 21, 2017 – City Council update on the Plan implementation
• March 28, 2017 – City Council Phase IA actions (3 separate M&C’s)
• April 29, 2017 – Phase IA implemented
Strategic Plan: Phase IB Timeline

• February 2017 - March 2018 - Visitor intercept survey
• April 2017 - Phase IA implemented
• April - June 2017 - Earned revenue reconciliation
• April - August 2017 - Facilities assessment
• May - September 2017 - Program partnership with BRIT (education and volunteer programs)
March 28 M&C’s

Strategic Plan Implementation approvals:
Authorize Special Revenue Fund for all operating revenues & expenses
Assignment of FWBS employees to city positions (10.0 A.P.)
Establish new city positions (3.5 A.P.)

FWBG Contracts:
Authorize amended and restated contracts with FWBS and FWGC

Purchase Agreements for Treasure Tree Gift Shop:
Accept current inventory from FWBS
Approve annual budget for gift shop merchandise
Authorize vendor contracts
Strategic Plan: Phase II - Scope

1. Explore the establishment of, or partnership with, a non-profit entity
2. Primary focus - fund raising and membership
3. Non-profit receives retained funds from FWBS and FWGC
4. Insurance to cover any outstanding liabilities
5. Time table to develop contract between city and non-profit
   • October 2017 - March 2018
Questions?